

HURST ★ TEXAS



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AN INTRODUCTION

STRATEGIC PLANNING: The process that moves us forward

The City of Hurst has enjoyed a proud tradition of developing an annual strategic plan to guide the city's budget and serve as a road map for the coming fiscal year. Each year, council and staff solicit citizen feedback through tools such as our citizen survey and Town Hall Forum to determine community interests. The results we receive are then distilled down into our strategic priorities and divisional goals. This process has served the City of Hurst well. Our citizens, volunteers, staff and the city council work together to ensure that Hurst remains a vibrant community that continues to attract residents and businesses.



FRONT ROW (L to R):

Councilmember Trasa Cobern, Mayor Richard Ward, Councilmember Nancy Welton

SECOND ROW (L to R):

Councilmember David Booe, Councilmember Bill McLendon, Mayor Pro Tem Henry Wilson,
Councilmember Larry Kitchens

THE ANNUAL UPDATE

A FOCUS ON VISION, VALUES AND PRIORITIES

While we are proud of past practices, sometimes our traditions must grow and evolve. We must continually review and analyze our approach to ensure we meet the needs of our citizens today and tomorrow.

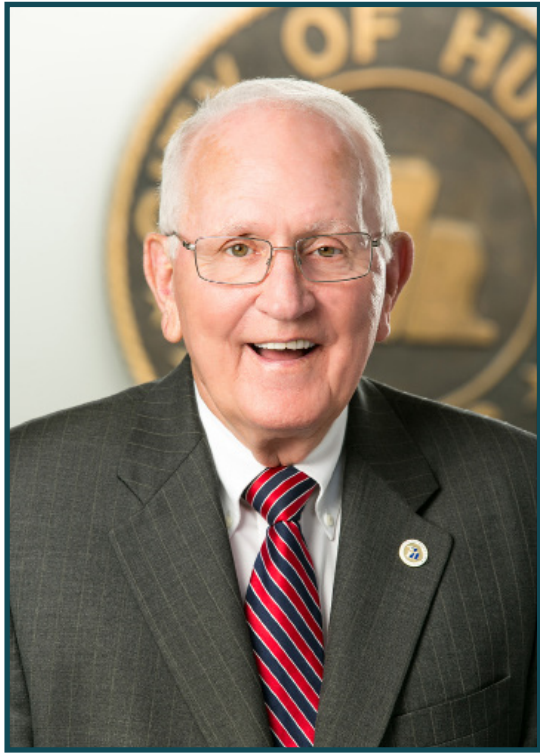
The City of Hurst's mission has been to "provide cost-effective programs and responsive services to enhance the quality of life in Hurst." While this mission has served our community well, after nearly 20 years of dramatic change since that mission statement was created, it was time to reevaluate our mission and goals. Our community is aging and service needs are growing, which must be balanced against limited resources. A new strategic plan will address these challenges, identify opportunities and serve as a management tool to guide the city over the next several years.

In the spring of 2017, council took the opportunity to create a new vision statement and a set of community values. Council also clearly defined the city's strategic priorities. In turn, the management team was asked to take a more involved role in developing action plans and work programs to follow council's overall strategic plan.

“ This year's process was aimed at providing a stronger link between staff's work programs and council's strategic plan. ”

Clay Caruthers
City Manager





“ Strategic planning ensures the future of Hurst remains vital and growing. ”

*Mayor
Richard Ward*



THE PROCESS

PLANNING FOR A BETTER TOMORROW

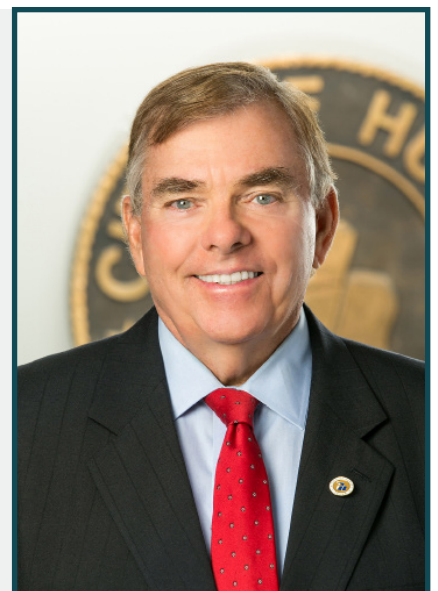
The budget planning process is dictated by our fiscal year, which begins on October 1 and ends September 30, and by state and local regulations. The process provides for citizen input and ensures transparency. To make sure we meet all our state and local requirements, we begin work preparing for the next year's budget shortly after we implement the current year budget. At any given time, the city is generally working on three years' worth of budgets; evaluating and auditing the previous year, implementing and monitoring

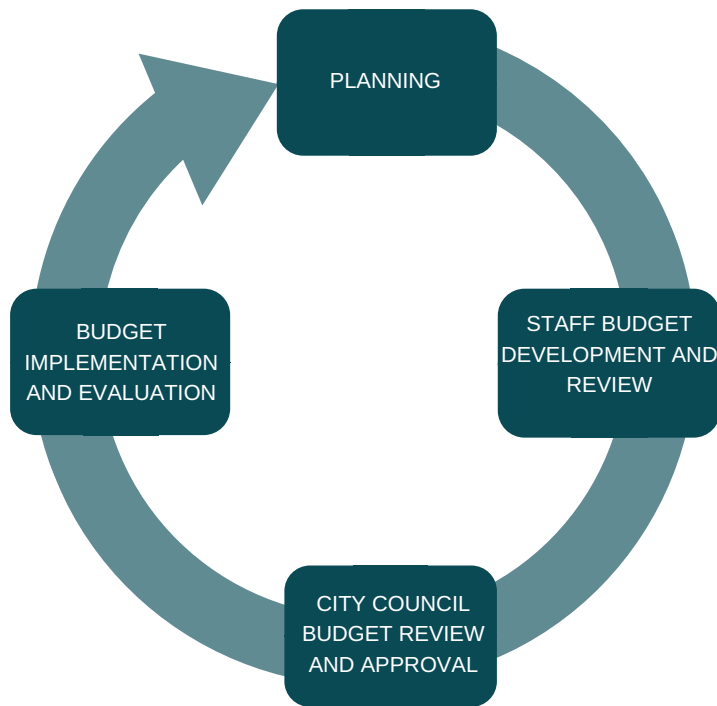
the current year, and planning for the next year.

As you can see on the following page, council utilizes information received from the citizen survey and Town Hall Forum to develop the city's strategic plan and upcoming budget. Each year, staff meets with city councilmembers to discuss strategic priorities. While the process itself did not substantially change this year, the city focused more on using the Hurst Way model to develop a strategic plan that will be used to guide city council and staff over the next several years.

“ Strategic planning provides direction and vision for the city so we define what we want Hurst to be and can work collectively. It gives direction for staff to build programs to meet those expectations. ”

*Henry Wilson
Mayor Pro Tem*





STRATEGIC PLAN AND BUDGET PROCESS

PLANNING

January

- Annual report distributed

February

- Citizen survey
- Town Hall Forum

March

- Council strategic planning sessions

STAFF BUDGET DEVELOPMENT & REVIEW

April

- Staff strategic planning session
- Budget process begins

May

- Departmental budgets & action plans completed
- City manager budget review with departments

June

- Performance measures developed
- City manager finalizes preliminary budget

CITY COUNCIL BUDGET REVIEW & APPROVAL

July

- Multi-year financial planning session

August

- Council budget workshop
- Public hearings on tax rate & budget

September

- Council considers approval of budget & tax rate
- Strategic plan published

BUDGET IMPLEMENTATION & EVALUATION

October

- New fiscal year budget begins

November

- Previous year audit process begins

A SOLID FOUNDATION

BUILDING ON OUR PAST FOR FUTURE SUCCESS

With the Hurst Way and the previous mission statement to build from, we had a solid foundation on which to update our strategic plan. The goal is to align the council's strategy with each department's daily work activities.

In order to expand that foundation for the changing future of Hurst, the council established a vision, refined their mission, established community values and set strategic priorities to guide the FY 2018 budget and beyond. The concept is reflected in the diagram on the following page.



“ You have to start somewhere to get where you are going. Strategic planning provides a sharing of ideas. It takes a team to get there. ”

*Bill McLendon
Councilmember*



“

It gives us goals to obtain and lets us get better acquainted with staff.

”

Nancy Welton
Councilmember



ADMINISTRATION



RESULTS

ACTION STEPS

STRATEGIC PRIORITIES

COMMUNITY VALUES

MISSION STATEMENT

VISION STATEMENT

POLICY

VISION AND MISSION

SERVING AS OUR NORTH STAR

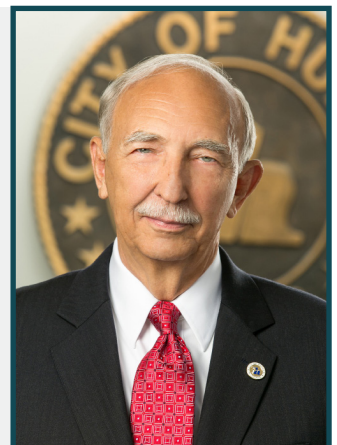
The city's mission statement was established in 1999 and has guided the city through times of economic growth and recession. While the mission statement is reviewed annually, it has rarely been changed. Well-crafted mission statements do not need to be changed each year. However, after nearly 20 years, it was necessary to review and edit it to ensure it would align with the overall strategy for the city.

Until this year, the city never had a formal vision statement. The city's vision statement is used to illustrate what we strive to become and how we see our community now and in the future. The mission statement outlines what will be done to ensure the city progresses towards its vision. Council discussed and developed a vision statement and then updated the mission statement for the FY 2018 strategic plan.



“ Strategic Planning provides guidelines to set in motion the future vision of Hurst into defined goals and objectives toward execution. ”

David Booe
Councilmember





VISION STATEMENT

The City of Hurst is a sustainable, safe and dynamic place for all individuals to live, work and play.

MISSION STATEMENT

The mission of the City of Hurst is to provide responsive services and effective programs to ensure that Hurst remains a vibrant community,

COMMUNITY VALUES

PRINCIPLES THAT MAKE US STRONGER TOGETHER

Following the development of a new vision statement and a revised mission statement, council established community values to help guide the city staff and city council as they conduct their respective business in managing the affairs of the city. Council identified these values, or ideals, as the foundation for a strong community.



“ If you don't know where you want to go you could end up anywhere. Strategic planning serves as a road map. ”

*Trasa Cobern
Councilmember*





COMMUNITY VALUES

RESPECT

**Committed to being courteous and understanding of
one another**

STEWARDSHIP

**Committed to prudent stewardship in the
pursuit of excellence**

POSITIVE ENVIRONMENT

**Committed to ensuring the City of Hurst is well maintained,
clean and secure, leading to an enjoyable living experience**

INCLUSIVENESS

**Committed to providing opportunity for the public to share
in guiding the future direction of Hurst**

STRATEGIC PRIORITIES

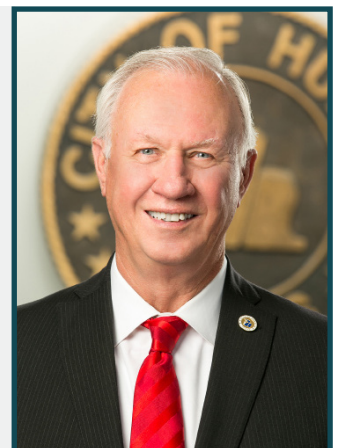
SETTING THE DIRECTION FOR FY 2018 AND BEYOND

Using the vision, mission and values as a guide, the council established their strategic priorities for FY 2018 and beyond. These priorities provide a direction for city staff in planning and evaluating their daily actions. The priorities allow staff to have clear direction and focus areas to ensure we are able to achieve our mission and vision.



“ If you don’t know where you’re going, you can go in any direction. The planning process provides direction and focus for the future. ”

*Larry Kitchens
Councilmember*



STRATEGIC PRIORITIES

REDEVELOPMENT



THE CITY OF HURST WILL CREATE A REDEVELOPMENT PLAN ENGAGING WITH THE PRIVATE SECTOR, IDENTIFYING POTENTIAL CITY INVOLVEMENT AND FOCUSING ON NEIGHBORHOOD AND COMMERCIAL REVITALIZATION.

PUBLIC SAFETY



CONTINUE TO PROVIDE EXCELLENT AND RESPONSIVE SERVICES TO ENSURE POSITIVE COMMUNITY AWARENESS AND WELL-BEING.

LEADERSHIP



THE CITY OF HURST WILL LINK ALL OPERATIONS TO THE STRATEGIC PLAN AND THE HURST WAY.

INNOVATION



THE CITY OF HURST WILL COMMIT TO A CULTURE OF INNOVATION AND EFFICIENCY BY FOCUSING ON CONTINUOUS PROCESS IMPROVEMENT AND CUSTOMER SERVICE PROGRAMS.

ECONOMIC VITALITY



IDENTIFY EXTERNAL AND INTERNAL INFLUENCES ON THE FINANCIAL CONDITION OF THE CITY AND CREATE STRATEGIES TO ADDRESS CHALLENGES.

INFRASTRUCTURE



MONITOR AND INCLUDE NEW METHODS TO ENSURE QUALITY INFRASTRUCTURE BY IMPROVING STRATEGIC PARTNERSHIPS AND CONTINUALLY INVESTING IN AND REVITALIZING AGING INFRASTRUCTURE.

THE HURST WAY

THE BASIS FOR HOW OUR ORGANIZATION WORKS

The city developed what is known as The Hurst Way in 2013. The Hurst Way has become the filter through which we look to make decisions that reflect our mission.

THE HURST WAY

Having a passionate approach to work life, serving to the highest standard and contributing to the sustainability of Hurst.

PUBLIC SERVICE

We passionately serve the community while demonstrating level five leadership qualities within our circle of influence. We are empowered to develop an exceptional quality of life for our community through professional and ethical public service.

CUSTOMER SERVICE

We do our very best to serve our customers selflessly, no matter what title we hold or whom we're serving. We are committed to providing exceptional customer service while being responsive to the needs of the community.



FINANCIAL SUSTAINABILITY

We responsibly manage our resources allowing the city to provide a desirable level of programs and services to the public now and in the future.

CODE OF IDEALS

FOUNDATION OF CUSTOMER SERVICE IN OUR ORGANIZATION

Hurst employees worked together to identify principles that would lead to excellent customer service in 2001. The Code of Ideals serves to guide our interactions with anyone who lives, works, shops or plays in our city, or relies on the services we provide.

CODE OF IDEALS:

HONESTY

WE WILL BE FAIR AND HONEST IN OUR RELATIONS WITH CUSTOMERS STRIVING TO ACHIEVE THE HIGHEST LEVEL OF INTEGRITY AND TRUSTWORTHINESS.

RESPECT

WE WILL BE RESPECTFUL, COURTEOUS AND UNDERSTANDING OF OUR CUSTOMERS' NEEDS AND WILL ALWAYS TREAT THEM AS WE WOULD WANT TO BE TREATED.

DEDICATION

WE WILL HOLD OURSELVES ACCOUNTABLE TO ENSURE THAT SERVICES ARE PROVIDED TO THE BEST OF OUR ABILITY IN A RESPONSIBLE, DEPENDABLE AND TIMELY MANNER.

TEAMWORK

WE ARE PART OF A TEAM ON MANY LEVELS. EMPLOYEES OF THE CITY OF HURST ARE MOTIVATED, COOPERATIVE AND DEDICATED TEAM PLAYERS. WE ASSUME A SENSE OF RESPONSIBILITY FOR OUR ACTIONS TO ENSURE OUR SUCCESS AS INDIVIDUALS, AS DEPARTMENTS AND AS A CITY.

PROFESSIONALISM

WE WILL STRIVE TO DEMONSTRATE COMPETENCY, KNOWLEDGE AND EFFICIENCY IN OUR JOBS THAT EXCEED THE EXPECTATIONS OF OUR CUSTOMERS.

POSITIVE ATTITUDE

WE ARE WILLING TO DEMONSTRATE A SPIRIT OF FRIENDLY CUSTOMER SERVICE BY PROVIDING HELPFUL AND RESPONSIVE ASSISTANCE IN A CARING AND CONSIDERATE MANNER.

WORK ENVIRONMENT

WE ARE COMMITTED TO SAFETY AS THE FOUNDATION OF A CLEAN, SECURE WORK ENVIRONMENT THAT IS CONDUCIVE TO AN ENJOYABLE WORK EXPERIENCE. WE WILL CONTINUALLY WORK TO IMPROVE OURSELVES AND DELIVERY OF OUR SERVICES THROUGH TRAINING, INNOVATION AND A COMMITMENT TO EXCELLENCE.

MOVING FOWARD

HEADED ON THE PATH TO SUCCESS

By developing a new, comprehensive strategic plan, council provided direction to staff on the outcomes they hope to achieve over the next few years. It serves as the primary management tool to connect decision making and work plans to council's vision and to share with the public the city's vision for the community. Staff has made great progress towards using this new strategic plan for FY 2018, but acknowledge there is still work to do. As we implement the elements of our strategic plan for FY 2018, we will continue to review and refine our work plans. In the coming year, we will work to ensure our performance measures align with strategic priorities and provide an avenue to ensure accountability and community sustainability. You can see the detailed divisional work plans in the FY 2018 budget and how each division used the strategic plan to develop their annual work plans and budget.



For more information about our budget, please visit
hursttx.gov/budget.

HURST★TEXAS

RESPECT STEWARDSHIP POSITIVE ENVIRONMENT INCLUSIVENESS

HURST ★ TEXAS